

The Global Economic Crisis and the Interrelation between Change Management and Sustainable Development

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Abstract—Nowadays all sorts of organizations face several major of different magnitudes, velocities and temporalities. These changes occur primarily as breaks, more or less strong, of a questioning, of action modes and of an unsatisfactory thinking. Secondly they might also occur due to the development skills leading the organization to a situation perceived as even more satisfactory. Recognizing the inevitable processes of change existing within organizations, we could use a series of necessary questions in order to clarify the phenomenon of change: Why do organizations need to change?; What are the reasons for the changes?; What are the needed changes? (This issue allows not only the delimitation of the contour dissatisfaction points but also the directions you wish to redress the organization to.) How does the change take place? (This question is included in a certain space placed between the discontent and the situation under review, space that can be called "the change process", a type of "black box" in which a series of transformations happen.)

Index Terms—change management, transversal management, risks, knowledge, strategy, sustainable development

I. INTRODUCTION

The change management is a basic skill in which most leaders and managers need to be competent. There exist few working areas where the change management is not important and when leaders or managers plan to manage the change. There are five key principles that need to be kept in mind:

- "Ref. [1]"different people react differently to a change process;
- Everybody has fundamental needs that have to be accomplished;
- The change involves a loss, in most of the cases and people usually go through the "loss curve";
- Expectations need to be managed in a realistic manner;
- Fears must be faced out.

In the following there are some tips able to be applied regarding the above principles when managing change:

- Give people information - be open and honest about regarding facts, but don't show any overoptimistic speculations. Try to meet their OPENNESS needs, but in a way that does not set any UNREALISTIC EXPECTATIONS;
- For large groups, produce a type of communication strategy that ensures information is disseminated efficiently and comprehensively to everyone. E.g.: tell everyone at the same time. However, follow this up with individual interviews to produce a personal strategy for dealing with the change. It helps to recognize and managing accordingly with the INDIVIDUAL REACTION to change;
- Give people choices to make and be honest about their possible consequences of the choices. They should their CONTROL and INCLUSION needs;
- Give people time in order to express their views, and support their decisions by providing coaching, counseling or information as appropriate for helping them through the LOSS CURVE;
- Where the change involves a loss, you should identify what will or maybe might replace the loss - loss because it is easier to cope with it if there is something to replace it. This will help facing potential FEARS;
- Where it is possible to do so, give individuals the opportunity to express their concerns and provide reassurances to help assuage potential FEARS;
- Continuously observe good management practice, such as making time for informal discussion and feedback (even though the pressure might seem that it is reasonable to let such things slip - during difficult change such practices are even more important).

Where you embark on a large change programmers, you should treat this as a project. That means you must apply all the rigors of project management to the change process-producing plans, allocating resources, appointing a steering board or a project sponsor etc. The five principles above should form part of the project objectives.

From a management perspective, sustainable development presents some distinct challenges for which

there has been limited practical guidance. We identified three important requirements for managing sustainable development in the current economic crisis:

- Applying suitable practices and analytical techniques;
- Acquiring and using good information;
- Applying relevant frameworks and directives.

A smart sustainable strategy comprises three dimensions: business dimensions (Green energy clusters and socio-technical transitions; portfolio diversity; transversal projects, tools and creativity; empowerment; green quality and long-life assets), sustainability dimensions (Aspiring towards sustainable happiness to people; ensuring effective governance and risk management processes are in place; recognising the need to be socially responsible; ensuring the broader economic contributions of our green operations) and knowledge dimensions (Expertise and skills; people and culture; technology; leadership; knowledge sharing models).

"Ref. [2]" **Empowerment**, at its most practical level, is a process for unleashing the potential and power in people – the knowledge and motivation that people possess. People must understand how the company is doing if their knowledge is to be usefully applied.

"Fig. 1," New unconventional forms of value creation and green production are based on circular processes. Circularization and synergies are the general principles for the smart growth and sustainable development.

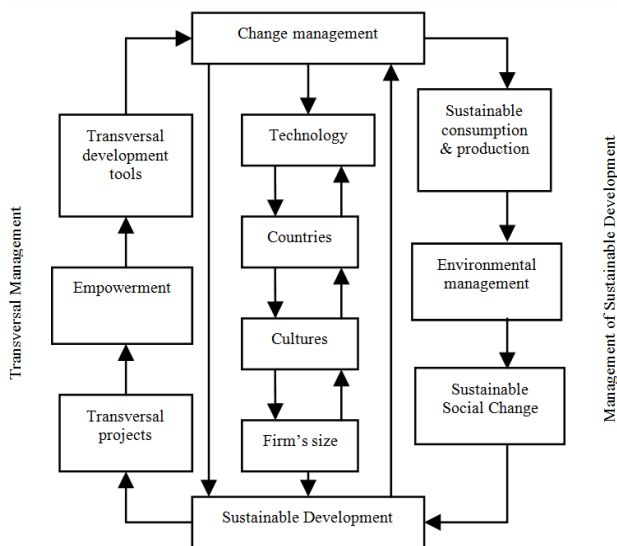


Figure 1. The circular relationship between change management and sustainable development

II. ORGANIZATION INFORMATION SYSTEM

Fig. 2 is based on three principles: sales, involvement and support. *The stages of change management are:* diagnosing problems perceived; enter the critical; providing for a new commitment the mission of the company; setting goals for change; developing strategies; enabling change; implementation.

Under these conditions and what is the quality of design and realization, the risks are great that the system

is: but well integrated with delay; evil uses; under-used; rejected by the users.

1) *The key success factors are:*

- **Anticipation:** it is the earliest possible need to conduct a true risk assessment (a priori, that are known to the people concerned by the project), this analysis should lead to an action plan as elaborate as those built to the design and realization of the system.
- **Communication:** every project has an image that we must work through a real information campaign in default; users will project their own image, based on rumors, impressions. The "what to say to whom and how to do it" is something that will work accurately and thoroughly.
- **Management planning and rhythms:** the establishment of a system must be the time for a major mobilization, yet should we not go too early or too late and knowledge involving senior management, the hierarchy, the essential internal relays, timely and relevant way.
- Fig.1, **Knowhow:** communication, training, tools, organizing a start-up support, the establishment of a center of competence in duration, all of which require a particular control: build, or rather to build courses that are genuine "formations Integration tool in his daily" and not merely "a training tool" requires experience and a specific methodology.
- **Responding to the unexpected:** as carefully planned as possible, a phase of deployment and integration ever happens as expected, react in relation to hazards and take advantage of opportunities that arise, also take part in its success.

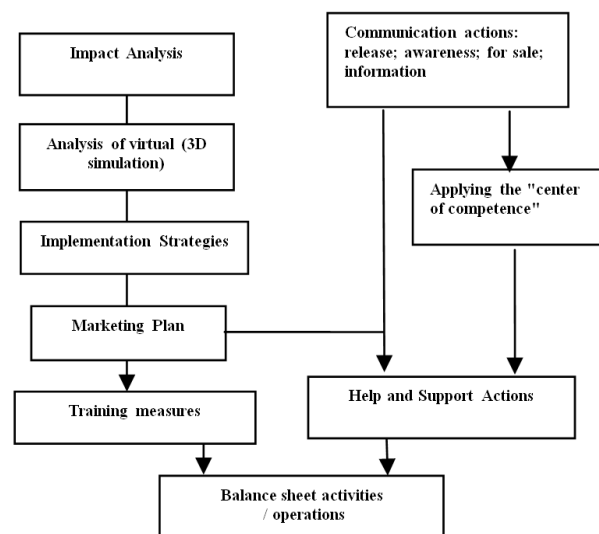


Figure 2. The change management framework

2) *The challenges of managing change are:*

- Projected sales, assigning a performance imaging, animation, dynamic membership and the establishment of positive action, depending on its

- characteristics (project team, trainers, managers, etc.) and the customer;
- Improve project by improving the quality of design team, the members and leaders;
- Facilitating property through ownership changes made by collaborators;
- Cushioning "shock wave" caused by the transition from legacy systems, processes and working methods to new tools;
- Fig. 2, Active support of project management, collaborator project team, internal trainers, operational and project management VTP - Virtual Terrain Project (CAD, GIS, 3D digital tools);
- Increasing the acceptability of the changes that will be generated;
- Capitalization investments to be made, especially for future projects of the company;
- Where the changes involves a loss, identify what will or might replace that loss - loss is easier to cope with if there is something to replace it. This will help assuage potential FEARS.

III. THE LIFE CYCLE OF CHANGE MANAGEMENT

As we figured out during our study that there can be many reasons for changes of business process models, e.g.:

- Change of enterprise goals;
- Client needs;
- Technological innovations;
- Gratuitously long running times;
- Inefficient interfaces between organizational units.

So the need is that implementation of a business process remains operational after facing these changes. The life-cycle of change management process starts with the modification in the requirements at the model level and then it requires bringing down those changes up to the implementation level.

Our approach consists of a central CMS (change management system) which is responsible for introducing all the changes in the model.

Ref. [3]. While outlining the various portions of the life-cycle we wanted to ensure that "rework" is minimized as much as possible.

IV. CHANGE MANAGEMENT, SUSTAINABLE DEVELOPMENT AND THE THEORY OF SUCCESS

The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. The change indicates the step which accompanies the life by much undertaken vis-à-vis the instability and with the development of its environment. "Ref. [4]" To lead the change is at the same time to anticipate, define and set up this step. Five factors are usually advanced to justify the initialization of a change process:

- Technology-when the company adapts its structures to the external evolutions of technology.

- Strategy-when the company adapts its structures to a change of strategy due to an market evolution (behavior of the customers, actions of competition), with a modification of the shareholding, with an evolution of the legislation or the regulation.
- Culture-when the values of the company evolve/move in-depth, When the values of the environment lead to it.
- Capacity-when the operation of the company requires being adapted to the forces and capacities in place, when the company wishes to set up typologies of relations which she wishes to promote.
- Configuration-when the structures and procedures are unsuited to the general organization;

With final, it is the degree of answer or internal anticipation to the changes of these factors, in correlation with the clean flexibility of the system considered, which generates the importance and the duration of the change. "Ref. [5]" The sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs. "Ref. [6]" Recently a group of economists proposed a definition of sustainability as a rate of economic growth in which the savings rate exceeds the rate of consumption.

The sustainable development is a business issue that needs to be made a reality in each line function in every company. The dimensions of sustainable development are represented by the ecologic, economic, political, cultural, social, human and spiritual development. Several factors have been linked to sustainable development:

- Climate change;
- Sustainable social change;
- Global environmental change;
- Global business perspective change;
- Strategic changes.

Sustainable development requires the transition to a new economic model. "Ref. [7]" The transition management nit two parts: a body of concepts and assumptions in the analysis and explanation of the change and the socio-technical innovation and a set of principles and procedures for the governance of this type of change. Ref. [8] Active participation in sustainable development ensures that those who are affected by the changes are the ones determining the changes.

Fig. 3, The result is the enjoyment and sharing of the benefits and products generated by the change. Participation is not exclusive, ensuring equitable input, self-determination and empowerment of both genders and all races and cultural groups.

Ref. [9] To understand change management as we know it today, you need to consider two converging and predominant fields of thought: an engineer's approach to improving business performance and a psychologist's approach to managing the human-side of change.

Ref. [10]-[11] Because change is complex, successful sustainability change leaders must continually ask two

key questions: “What are we trying to achieve?” and “What is our theory of success?”

Ref. [12] The fundamental changes in operations and organizational design often require substantial changes in ecology, commerce, communities and culture.

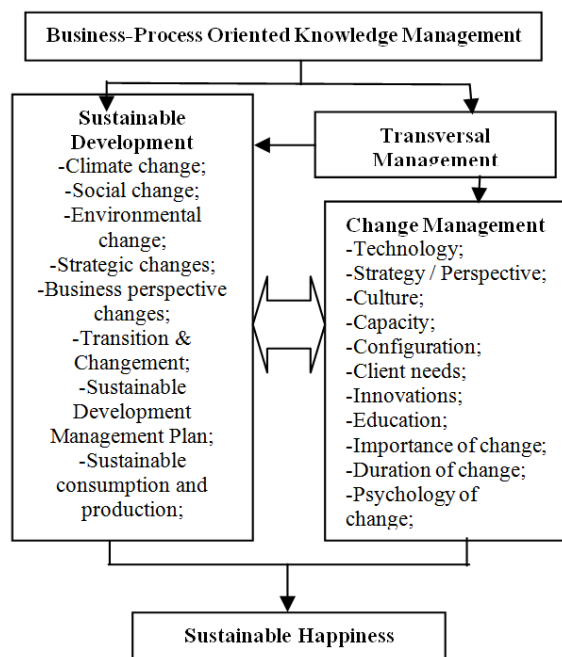


Figure 3. The sustainable happiness, a “smart product” of change

V. CONCLUSIONS AND INTENTIONS

Many companies presented their experience on managing sustainability-change initiatives: adopt an urban and industrial environmental management; change the dominant controlling mind-set; rearrange the parts of the organization; managing change can drive their organization’s business goals; restructure the rules of engagement; development and project managers can become agents of change; shift the information flows; correct the feedback mechanisms; adjust the parameters; taking advantage of external change can give their organization a competitive edge, while developing new organizational capabilities.

In short, the process of change can be summarized as follows: the first phase, called diagnosis should be clarified, in turn, why change. Secondly, if the identified problem and its causes is essential to define the objectives to be achieved: What actions should we undertake? How we define the new situation, after the change, will be more acceptable?

Ref. [13] To meet these objectives, it is first necessary to identify and evaluate possible solutions various practical issues (relevance, feasibility, cost, expected benefits etc) and other criteria, taking into account individual and group behavior on the actions planned and the available tools and /or necessary analysis and positioning members organization. Subsequently, we address the planning phase, which will be followed by implementation of all acceptable solutions, solutions which will, in turn, evaluated and adjusted. Essential for

the phenomenon of change is and how it will cope with resistance to change. Change lead not only to change leadership styles but also the people involved in this phenomenon. “Ref. [14]” Management changes call for monitoring of education and changing points of interest of school managers. Currently, the phenomenon is subject to various educational reforms affecting both the organization and curriculum. In addition, researchers require new ways of organizing education and its shortcomings in relation to changes in many fields, such as assessing trainees and trainers. The success of the organization by implementing change in seven steps:

- enter projects in a comprehensive transformation plan and share that vision;
- coordinate projects;
- communicate;
- build throughout the project on operational management and General Management at key;
- building on the staff to bring the change accompaniment;
- based on a structured methodology and reassuring;
- comply with all steps of the methodology with more or less quickly, but with the same reflexes.

The combination between change management and sustainable development management must lead to the prosperity and sustainable happiness. Sustainable happiness offers a fresh approach to happiness that invites reflection on sustainability issues coupled with opportunities to enhance our quality of life and contribute to individual, community, and global wellbeing. It may also be used to motivate behavior change through compassion for others and the environment that sustains us.

Ref. [15]. Happiness that contributes to individual, community and/or global wellbeing and does not exploit other people, the environment, or future generations. Starting from this concept, we need to implement a global model based on circular relationship between sustainable development, continuous change, quality of life and sustainable happiness.

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